

Performance Variability

Almost every individual and organization can exhibit poor or below expected performance. Frequently, training is proposed as a method to remedy a performance problem; however, training is effective only if the primary reason for poor performance is a lack of necessary skills and knowledge. If the performance problem involves something the surveyor should already know, look for other underlying causes such as organizational barriers or lack of motivation. Even the best programs cannot resolve organizational problems, nor can they motivate surveyors who lack a desire to perform well. In those cases, training only leads to misdirected resources, frustrated employees, and an ongoing performance problem.

Consider the following points when determining performance or training:

Management's View of the Performance Discrepancy

- What is management's view of the surveyor's performance?
- When did supervisors become aware of or dissatisfied with the surveyor's performance?
- How does the supervisor's expectation compare to the surveyor's performance?

Reasons for Addressing a Performance Problem

- The impact on the program or negative outcome resulting from substandard performance
- Underutilization of surveyor's potential
- Cost or budget considerations when surveyors are not working effectively
- Changing expectations of desired performance
- Identification of better resources for improving the surveyor's work

Assessment of the Surveyor's Knowledge/Skill Base and Potential

- What skills or knowledge does the surveyor need?
- What was the surveyor's past training or experience, including methods used?
- Does the surveyor have the mental and physical capability for the work?
- What other training method(s) would be more effective? Is further training feasible?
- What training approaches would be optimal for the surveyor: formal or informal classroom or one-to-one?

Possible Obstacles to Improving Surveyor Performance

- Unclear expectations or expectations not consistent with the surveyor's understanding or job description
- An overqualified surveyor
- Surveyor stress and inability to perform
- Conflicting demands on the surveyor's time or the need for work prioritization
- Lack of structure to define tasks (policies and procedures)
- The need for a tool or job aid (forms, software, hardware, etc.)

Performance Variability

- Environmental or workplace hindrances to performance
- Lack of regular performance feedback
- Lack of direction or support from management
- Unclear or contradictory agency policies
- Not enough time allotted for mastery of skills or acquiring knowledge

Interventions other than Formal Training

- Remove obstacles that restrict performance.
- Discuss possible solutions with the surveyor.
- Change the motivation system.
- Improve documentation of performance.
- Redesign the job.
- Develop performance aids.
- Change the physical environment.
- Change hiring or assignment practices.
- Use on-the-job training.
- Calculate the average time required to attain mastery.

Performance Variability

Performance Variability Worksheet
What is management's view of the performance discrepancy?
What is management's view of the surveyor's performance?
When did supervisors become aware of/dissatisfied with the surveyor's performance?
How does the supervisor's expectation compare to the surveyor's performance?
Minimizing impact on the program or negative outcome from the substandard performance?
Priority 1 (low) to 5 (highest): Explain:
Underutilization of surveyor's potential?
Priority 1 (low) to 5 (highest): Explain:
Mitigating cost or budget impact when surveyors are not working effectively?
Priority 1 (low) to 5 (highest): Explain:
Meeting changed expectations of desired performance?
Priority 1 (low) to 5 (highest): Explain:

Performance Variability

Better resources for improving the surveyor's work have been identified?
Priority 1 (low) to 5 (highest): Explain:
What was the surveyor's past training or experience, including methods used?
Does the surveyor have the mental and physical capability for the work?
What other training method(s) would be more effective? Is further training feasible?
What training approaches would be optimal for the surveyor: formal or informal, classroom, or one-to-one?
Possible Obstacles to Improving Surveyor Performance
Unclear expectations or expectations not consistent with the surveyor's understanding or job description. Y / N
Explain:

Performance Variability

An overqualified surveyor? Y / N
Explain:
Surveyor stress and inability to perform? Y / N
Explain:
Conflicting demands on the surveyor's time or the need for work prioritization? Y / N
Explain:
Lack of structure to define tasks (policies and procedures)? Y / N
Explain:
The need for a tool or job aid (forms, software, hardware, etc.)? Y / N
Explain:

Performance Variability

Environmental or workplace hindrances to performance? Y / N
Explain:
Lack of regular performance feedback? Y / N
Explain:
Lack of direction or support from management? Y / N
Explain:
Unclear or contradictory agency policies? Y / N
Explain:
Not enough time allotted for mastery of skills or acquiring knowledge. Y / N
Explain:
To address the identified issue, formal training may not be needed. Prioritize interventions.

Performance Variability

Remove obstacles that restrict performance.
Feasible? Y / N If Yes, assign priority: 1 (low) to 5 (highest) Plan:
Discuss possible solutions with the surveyor.
Feasible? Y / N If Yes, assign priority: 1 (low) to 5 (highest) Plan:
Change the motivation system.
Feasible? Y / N If Yes, assign priority: 1 (low) to 5 (highest) Plan:
Improve documentation of performance.
Feasible? Y / N If Yes, assign priority: 1 (low) to 5 (highest) Plan:
Redesign the job.
Feasible? Y / N If Yes, assign priority: 1 (low) to 5 (highest) Plan:

Performance Variability

Develop performance aids.	
Feasible? Y / N	If Yes, assign priority: 1 (low) to 5 (highest)
Plan:	
Change the physical environment.	
Feasible? Y / N	If Yes, assign priority: 1 (low) to 5 (highest)
Plan:	
Change hiring/assignment practices.	
Feasible? Y / N	If Yes, assign priority: 1 (low) to 5 (highest)
Plan:	
Use on-the-job training.	
Feasible? Y / N	If Yes, assign priority: 1 (low) to 5 (highest)
Plan:	
Calculate the average time required to attain mastery.	
Feasible? Y / N	If Yes, assign priority: 1 (low) to 5 (highest)
Plan:	

Performance Variability

Training Plan:

[illegible]

Performance Variability

Training Subject	Resource	Target Completion Date